

## Communication, Cooperation and Collaboration – A Field Guide to Performance Management

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## The Purpose of this Training

- Helping management define employee success can be difficult. This training will assist management when delineating job expectations with new employees. It will also help management support current employees with maintaining and exceeding performance expectations. We will be reviewing helpful tools that assist with identifying what strong performance looks like and how to achieve it. We will discuss how keep an open dialogue with employees about the process of performance management.

## Objectives

- Learning how to identify and foster success in new employees
- Learning how to identify and address performance concerns in all employees
- Fostering diversity and morale in the work place

## Job Expectations for New Staff

- Review Job Description
- Review relevant company policies procedures
- Provide Manuel
- Intensive Two Week Training Period
  - > Includes how to complete participant documentation
  - > How to write service notes
  - > Shadowing opportunities and mock sessions re: participant engagement and service delivery
- Documenting all trainings in employee chart
- Scheduling weekly supervision with new employee

## Supervision of Staff

- Occurs in the office and in the field
- Collaboration between staff and employee
- Field Observation
- Written documentation reviewing supervision provided to both parties and signed by both parties at end of session

## Definition of Success in Action

- Frequency
  - > Agencies requirements
  - > Learning style
  - > Length of time in position/ field
  - > Performance Concerns
- Tool for Development of Staff:
  - > Rating Scales
  - > Coaching
  - > Training

## Collaboration & Cooperation

- Supervision
  - > Type: Process Vs. Task
    - Office Based
    - Field Based
    - Group
- Coaching
  - > Modeling
  - > Emails/ Phone
  - > Situational
- Training
  - > One on One
  - > Applied/Hands On
    - Assigning Small caseload
    - Role Playing
    - Peer Support through shadowing opportunities
    - Practice and demonstrating their skill set
  - > PHMC University
  - > Supervisory Enhancement

## Communication

- > Open-Door Policy – Being ready to Listen
  - Staff can call, email or have coaching sessions that address program challenges, solving difficult cases or addressing performance concerns
    - Concerns should be addressed as soon as they are apparent
    - This give the employee the opportunity to be aware that there is a concern and what the steps are needed to address and improve performance
- > Being Accessible for staff
- > Understanding Staff's learning style
  - Some people work better with specific forms of communication
    - Keeping a log of communication for chart is helpful

By following this process, we begin to train our new staff with communication and cooperative expectations.

## Professional Development

- Assignment of Special Projects
- Facilitating or Presenting in Team Meetings
- Assignment of specialized populations
- Facilitating Trainings to New Hires (shadowing opportunities)
- Leadership Trainings
- Development of personalized annual milestones

## Resources To Assist with supervising Forensic Service Case Managers

- Innovative Training
  - > Public Health Management Corporation
    - [www.phmc.org](http://www.phmc.org)
  - > Mental Health First Aid
    - [www.HealthyMindsPhilly.org](http://www.HealthyMindsPhilly.org)

## Integrated Training With Community Partners

- BHTN-Behavioral Health Training and Education Case Management Orientation 11 weeks for new staff. [www.bhten.com](http://www.bhten.com)
- Philadelphia Prison Training
  - Two full days of training on state road at the prison
- Community Behavioral Health, Inc.
  - [dbhids.org](http://dbhids.org)
  - Treatment Planning
  - Data Assessment Plan-Documentation

## Webinar Trainings

- ◉ National Domestic Violence Trauma.  
[www.nationalcenterdvtrauma.org](http://www.nationalcenterdvtrauma.org)
- ◉ Justice Involved-Women Understanding Trauma.  
[ocadsv.org](http://ocadsv.org)  
**National Domestic Violence Hotline**  
**1-800-799-7233**

## Supervisory Enhancements

- > Coworkers are helpful when offering another solution for supervising staff.
- > Margie Du Brow, Ph.D.-Nonprofit Executive Leadership Training Institute  
[mdubrow@verizon.net](mailto:mdubrow@verizon.net)

## Contact Information

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# DRAFT OF SCALES REGARDING EMPLOYEE PERFORMANCE

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<b>Receiving Supervision</b>		
4	Greatly Exceeded Expectations	Takes supervisory feedback well and integrates feedback into new behavior
3	Exceeded Expectations	Receptive to supervisory feedback; able to be objective about his/her behavior
2	Solid Performer	Shows mixed reactions to supervisory feedback; sometimes receives it well and at other times resists or becomes defensive
1	Below Expectations	Receives feedback and direction passively, does not respond
0	Unsatisfactory	Highly resistant to supervision, argues, refuses responsibility for behavior, may attack supervisor verbally

<b>Job Knowledge</b>		
4	Greatly Exceeded Expectations	<ul style="list-style-type: none"> <li>• Demonstrates exceptional professional knowledge and skills in the carrying out of the majority of job expectations and responsibilities.</li> <li>• Consistently exceeds performance expectations in the majority of work functions.</li> <li>• Voluntarily shares professional expertise with others.</li> </ul>
3	Exceeded Expectations	<ul style="list-style-type: none"> <li>• Consistently exceeds most work expectations;</li> <li>• Carries out work responsibilities well;</li> <li>• Regularly seeks to add to professional knowledge and skills.</li> </ul>
2	Solid Performer	<ul style="list-style-type: none"> <li>• Demonstrates knowledge and skills to meet basic job expectations and standards.</li> <li>• Shows room to improve.</li> </ul>
1	Below Expectations	<ul style="list-style-type: none"> <li>• Demonstrates knowledge and skills in some limited areas.</li> <li>• However, performance is below expectations for full competency in multiple areas.</li> </ul>
• 0	• Unsatisfactory	<ul style="list-style-type: none"> <li>• Work knowledge and performance is consistently below expectations.</li> <li>• Does not meet standards set by the department.</li> </ul>

## Dependability Regarding Quality of Work Performance

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Produces both quality and timely work.</li> <li>• Achieves results when presented with obstacles and limited resources.</li> <li>• Displays a strong sense of personal commitment to meeting objectives and deadlines</li> <li>• Follows through on assignments until completed.</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Produces both quality and timely work.</li> <li>• Achieves results when presented with obstacles and limited resources.</li> <li>• Displays a strong sense of personal commitment to meeting objectives and deadlines</li> <li>• Follows through on assignments until completed.</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Usually produces both quality and timely work.</li> <li>• Often achieves results when presented with obstacles and limited resources.</li> <li>• Often displays a strong sense of personal commitment to meeting objectives and deadlines</li> <li>• Usually follows through on assignments until completed.</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance standards:</b></p> <ul style="list-style-type: none"> <li>• Fails to regularly produce both quality and timely work.</li> <li>• Is inconsistent in achieving results when presented with obstacles and limited resources.</li> <li>• Does not display a strong sense of personal commitment to meeting objectives and deadlines</li> <li>• Is inconsistent in following through on assignments until completed.</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Fails to regularly produce both quality and timely work.</li> <li>• Is inconsistent in achieving results when presented with obstacles and limited resources.</li> <li>• Does not display a strong sense of personal commitment to meeting objectives and deadlines</li> <li>• Completes assignments only under strong direction of supervisor or manager.</li> </ul>

## Demonstrates Productivity

4	Greatly Exceeded Expectations	Consistently produces exceptional work that exceeds performance expectations; Consistently meets deadlines, while maintaining high quality
3	Exceeded Expectations	Demonstrates a high level of work quality and timeliness in meeting deadlines
2	Solid Performer	Meets basic production requirements, however work quality or ability to meet deadlines can continue to improve
1	Below Expectations	Meets performance requirements in some areas; Work quality or quantity or both are inconsistent and must improve to meet basic performance standards
0	Unsatisfactory	Produces minimum amount of work that is below basic job expectations and that does not meet quality standards

## Dependability Regarding Attendance and Punctuality

4	Greatly Exceeded Expectations	Consistently maintains an outstanding record of attendance and punctuality; Plans absences in advance when possible
3	Exceeded Expectations	Maintains an excellent record of attendance and punctuality; Plans absences in advance when possible
2	Solid Performer	Meets basic requirements for attendance and punctuality
1	Below Expectations	Is inconsistent in meeting basic attendance and punctuality requirements
0	Unsatisfactory	Does not meet minimum attendance and punctuality requirements

## Motivation

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrates a strong sense of personal ownership for his/her responsibilities.</li> <li>• Demonstrates initiative and enthusiasm in performing job responsibilities.</li> <li>• Adheres to company policies and procedures</li> <li>• Makes appropriate partnerships with management as necessary.</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Demonstrates a strong sense of personal ownership for his/her responsibilities.</li> <li>• Demonstrates initiative and enthusiasm in performing job responsibilities.</li> <li>• Adheres to company policies and procedures.</li> <li>• Makes appropriate partnerships with management as necessary.</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Often demonstrates a strong sense of personal ownership for his/her responsibilities.</li> <li>• Usually demonstrates initiative and enthusiasm in performing job responsibilities.</li> <li>• Adheres to company policies and procedures.</li> <li>• Recognizes when to makes appropriate partnerships with management as necessary.</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance standards:</b></p> <ul style="list-style-type: none"> <li>• Is inconsistent in demonstrating a strong sense of personal ownership for responsibilities.</li> <li>• Sometimes demonstrates initiative and enthusiasm in performing job responsibilities.</li> <li>• Is inconsistent in adhering to company policies and procedures.</li> <li>• Fails to make appropriate partnerships with management as necessary.</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Rarely demonstrates a strong sense of personal ownership for his/her responsibilities.</li> <li>• Sometimes demonstrates initiative and enthusiasm in performing job responsibilities.</li> <li>• Often fails to adhere to company policies and procedures.</li> <li>• Fails to make appropriate partnerships with management as necessary.</li> </ul>

## Judgment

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Makes sound, accurate, and sensible decisions in a timely manner.</li> <li>• Decisions reflect careful thought and include accurate supporting information.</li> <li>• Suggests alternative solutions to problems.</li> <li>• Recognizes and understands who the customer is and how to identify and satisfy customer needs.</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Makes sound, accurate, and sensible decisions in a timely manner.</li> <li>• Decisions reflect careful thought and include accurate supporting information.</li> <li>• Suggests alternative solutions to problems.</li> <li>• Recognizes and understands who the customer is and how to identify and satisfy customer needs.</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Often makes sound, accurate, and sensible decisions in a timely manner.</li> <li>• Decisions usually reflect careful thought and include accurate supporting information.</li> <li>• Sometimes suggests alternative solutions to problems.</li> <li>• Usually recognizes/understands who the customer is and how to identify and satisfy customer needs.</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance standards:</b></p> <ul style="list-style-type: none"> <li>• Fails to make sound, accurate, and sensible decisions in a timely manner.</li> <li>• Decisions often do not reflect careful thought and include accurate supporting information.</li> <li>• Occasionally suggests alternative solutions to problems.</li> <li>• Shows difficulty in recognizing and understanding who the customer is and how to identify and satisfy customer needs.</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Consistently fails to make sound, accurate, and sensible decisions in a timely manner.</li> <li>• Decisions do not reflect careful thought and include accurate supporting information.</li> <li>• Rarely, if ever, suggests alternative solutions to problems;</li> <li>• Shows great difficulty in recognizing and understanding who the customer is and how to identify and satisfy customer needs.</li> </ul>



## Planning and Organizing Work

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Effectively plans what is to be achieved, involving all relevant individuals when necessary</li> <li>• Carries out responsibilities using a logical and well-thought-out approach</li> <li>• Has mechanism in place to monitor priorities and make changes as required</li> <li>• Knows status of one's own work at all times</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Effectively plans what is to be achieved, involving all relevant individuals when necessary</li> <li>• Carries out responsibilities using a logical and well-thought-out approach</li> <li>• Has mechanism in place to monitor priorities and make changes as required</li> <li>• Knows status of one's own work at all times</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Often effectively plans what is to be achieved, involving all relevant individuals when necessary</li> <li>• Usually carries out responsibilities using a logical and well-thought-out approach</li> <li>• Usually has mechanism in place to monitor priorities and make changes as required</li> <li>• Is aware of status of one's own work</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance:</b></p> <ul style="list-style-type: none"> <li>• Is inconsistent in effectively planning what is to be achieved</li> <li>• Lacks consistency and logic in carrying out responsibilities</li> <li>• Lacks process to determine and monitor priorities</li> <li>• Is unclear about the status of one's own work</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Consistently fails to effectively plan what is to be achieved</li> <li>• Lacks consistency and logic in carrying out responsibilities</li> <li>• Resists process to determine and monitor priorities</li> <li>• Rejects responsibility for status of own work</li> </ul>

## Flexibility

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Adjusts behavior to work efficiently and effectively in light of new information, changing situations, and/or different environments,</li> <li>• Willing to learn and take on multiple assignments simultaneously.</li> <li>• Is flexible when needed regarding work schedule.</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Adjusts behavior to work efficiently and effectively in light of new information, changing situations, and/or different environments,</li> <li>• Willing to learn and take on multiple assignments simultaneously.</li> <li>• Is flexible when needed regarding work schedule.</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Usually adjusts behavior to work efficiently and effectively in light of new information, changing situations, and/or different environments,</li> <li>• Often is willing to learn and take on multiple assignments simultaneously.</li> <li>• Is flexible when needed regarding work schedule.</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance standards:</b></p> <ul style="list-style-type: none"> <li>• Is inconsistent in adjusting behavior to work efficiently and effectively in light of new information, changing situations, and/or different environments,</li> <li>• Tries to avoid new things to learn or taking on multiple assignments simultaneously.</li> <li>• Lacks flexibility when needed regarding work schedule.</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Unwilling to adjust behavior to work efficiently and effectively in light of new information, changing situations, and/or different environments,</li> <li>• Resists or retreats when faced with new things to learn or the need to take on multiple assignments simultaneously.</li> <li>• Refuses to be flexible regarding work schedule.</li> </ul>

## Teamwork

4	Greatly Exceeded Expectations	<p><b>Consistently demonstrates exceptional performance in regard to:</b></p> <ul style="list-style-type: none"> <li>• Cooperates willingly with colleagues and others</li> <li>• Defines success in terms of the whole team and creates a feeling of belonging among team members</li> <li>• Works well with others in solving problems and achieving team objectives</li> <li>• Able to effectively balance team and individual job responsibilities</li> </ul>
3	Exceeded Expectations	<p><b>Consistently exceeds work performance expectations in regard to:</b></p> <ul style="list-style-type: none"> <li>• Cooperates willingly with colleagues and others</li> <li>• Defines success in terms of the whole team and creates a feeling of belonging among team members</li> <li>• Works well with others in solving problems and achieving team objectives</li> <li>• Able to effectively balance team and individual job responsibilities</li> </ul>
2	Solid Performer	<p><b>Meets basic standards in terms of the following performance expectations:</b></p> <ul style="list-style-type: none"> <li>• Often cooperates willingly with colleagues and others</li> <li>• Usually defines success in terms of the whole team and creates a feeling of belonging among team members</li> <li>• Usually works well with others in solving problems and achieving team objectives</li> <li>• Makes a strong effort to effectively balance team and individual job responsibilities</li> </ul>
1	Below Expectations	<p><b>Does not consistently meet basic performance standards in all areas of core competency:</b></p> <ul style="list-style-type: none"> <li>• Is uncooperative with colleagues and others</li> <li>• Defines success in terms of his/her performance; does not recognize individual role in team</li> <li>• Is inconsistent in working with others in solving problems and achieving team objectives</li> <li>• Is ineffective in balancing team and individual job responsibilities</li> </ul>
0	Unsatisfactory	<p><b>Does not meet minimum performance standards in all areas of core competency:</b></p> <ul style="list-style-type: none"> <li>• Is uncooperative with colleagues and others</li> <li>• Resists personal responsibilities to the team; refuses or retreats from team duties</li> <li>• Does not engage with others in solving problems and achieving team objectives</li> <li>• Does not try to balance team and individual job responsibilities</li> </ul>

## Company Policies

4	Greatly Exceeded Expectations	<b>Consistently demonstrates exceptional performance in regard to:</b> <ul style="list-style-type: none"><li>• Supports and advances PHMC's programs and practices</li><li>• Makes all decisions in the best interests of PHMC</li><li>• Treats colleagues, applicants, customers and others in a professional and nondiscriminatory manner.</li><li>• Demonstrates PHMC's culture and values.</li><li>• Decorum, conduct, and attire project a positive image of self and company.</li><li>• Demonstrates ethical and professional behavior.</li></ul>
3	Exceeded Expectations	<b>Consistently exceeds work performance expectations in regard to all of the above.</b>
2	Solid Performer	<b>Meets basic standards in terms of the following performance expectations in regard to all of the above.</b>
1	Below Expectations	<b>Does not consistently meet basic performance standards in regard to all of the above.</b>

## EMPLOYEE SUPERVISION REPORT

Employee Name:

Employee Title: **Case Manager**

Date of Supervision:

Immediate Supervisor:

1. Areas for discussion related to specific job responsibilities and/or client service provision (This should be program specific and include areas which you as the employee need to receive supervisory direction or support from):
2. Successes (employee or client) since time of last supervision
3. Challenges/Concerns
4. Progress towards milestones/objectives
5. Policy review/administrative concerns (can include specific policies for program area, department and/or agency policies and procedures)
6. Feedback on trainings attended since last supervision/Areas for additional training or professional development
7. Supervisory Feedback/Next Steps (Expectations for changes or tasks to be completed including timelines)
8. Feedback/suggestions for program improvements:
9. Plans for time off/self care activities:
10. Date/Time of Next Supervision:

\_\_\_\_\_  
Employee Signature and Date

\_\_\_\_\_  
Supervisor Signature and Date

	<b>0 Unsatisfactory</b>	<b>1 Below Expectations</b>	<b>2 Solid Performer</b>	<b>3 Exceeds Expectations</b>	<b>4 Greatly Exceeds Expectations</b>
Receiving Supervision					
Job Knowledge					
Quality of Work Performance					
Productivity					
Attendance and Punctuality					
Motivation					
Judgment					
Planning and Organizing Work					
Flexibility					
Team Work					
Company Policies					

**Has the past year been good/bad/satisfactory or otherwise for you and why?**

**What do you consider to be your most important achievement for the year?**

**What elements of your job do you find most difficult?**

**What elements of your job interest you the most and why?**

**What do you consider to be your most important aims and tasks of next year?**

**What actions could be taken to improve your performance in your current position by you and pr your supervisor?**

**What kind of leadership opportunities or trainings would benefit you in the next year? Not just job-skills- also your natural strengths and personal passions you'd like to develop?**